

Message Text

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ORIGIN SS-25

INFO OCT-01 ISO-00 /026 R

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DESIRED DISTRIBUTION

M, EA(HABIB) ONLY

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R 202249Z JUN 75

FM SECSTATE WASHDC

TO ALL EAST ASIAN AND PACIFIC DIPLOMATIC POSTS

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EXDIS

E.O. 11652:N/A

TAGS:OGEN

SUBJECT:OPERATION CLEAN SLATE

FOR AMBASSADOR ONLY FROM EAGLEBURGER AND HABIB

1. WE ARE UNDERTAKING A PILOT PROJECT INVOLVING EA POSTS TO TRY TO DEVELOP SOME NEW AND IMAGINATIVE SUGGESTIONS ON ORGANIZATION, STAFFING AND OPERATIONS OF OUR MISSIONS ABROAD. WHILE THIS KIND OF EFFORT WOULD BE IN ORDER AT ANY TIME, IT IS PARTICULARLY TIMELY NOW; THE SECRETARY WILL BE SPEAKING SOON ON THE IMPORTANCE OF ALLOCATING RESOURCES TO POLICY PRIORITIES.

2. WE WANT YOU TO TAKE A FRESH LOOK AT THE ORGANIZATION OF LIMITED OFFICIAL USE
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YOUR POST. THEN, WITH THE NEED TO SUPPORT THE U.S. NATIONAL INTERESTS AND SECURITY OBJECTIVES AS SET FORTH IN PARA (OR OTHER POLICY DOCUMENTS OF SIMILAR STATURE) ADDRESS YOURSELF TO THE QUESTION OF THE ORGANIZATION AND STAFFING OF YOUR

POST. IF YOU WERE STARTING FROM SCRATCH, E.G. WITH NO PERSONNEL IN HAND AND BOUND BY NO ORGANIZATIONAL TRADITION, HOW WOULD YOU PUT TOGETHER YOUR MISSION?

3. AT THE RISK OF INHIBITING YOUR IMAGINATION, YOU MIGHT BREAK YOUR ANSWER INTO THE FOLLOWING SUB-HEADINGS.

4. STAFFING. HOW WOULD YOU REPROGRAM YOUR RESOURCES IF YOU WERE STARTING FRESH? WHAT ADDITIONS WOULD YOU MAKE IN YOUR

STAFF IN THE LIGHT OF BUDGET RESTRICTIONS? WHAT DELETIONS? WHAT SHIFTS? WHAT ABOUT TOURS OF DUTY? COULD THEY BE LONGER? DO YOU NEED GREATER VERSATILITY IN EMPLOYEES? OR SPECIALIZATION? HOW WOULD YOU SUGGEST DEPARTMENT MIGHT HELP TRAIN OFFICERS AND SUPPORT PERSONNEL TO BETTER PROVIDE THE QUALITIES AND CAPABILITIES YOU NEED IN YOUR NEW MISSION?

6. HOUSING. WHAT WOULD YOU CHANGE IN HOUSING ARRANGEMENTS? IS HOUSING CONSISTENT WITH OVERALL U.S. ROLE AND INTERESTS? HOW COULD YOU MAKE THE AMERICAN STAFF IN YOUR COUNTRY LESS DEPENDENT UPON EMBASSY ADMINISTRATIVE SERVICES? SHOULD THERE BE ANY CHANGES IN FSL STAFF? COULD DEPENDENTS WITH TRAINING, ESPECIALLY LANGUAGES, BE USED MORE EFFECTIVELY?

7. MANAGEMENT. WOULD YOU MAKE CHANGES IN THE STRUCTURE OF THE EMBASSY? CAN DEPUTY FUNCTIONS BE ASSUMED BY A SECTION CHIEF? IS THE TRADITIONAL EMBASSY STRUCTURE APPROPRIATE OR COULD THERE BE CHANGES? DO YOU SEE ANY POSSIBILITY FOR STREAMLINING ADMINISTRATIVE ARRANGEMENTS WITHIN THE EMBASSY OR REGIONALIZATION ELSEWHERE? WHAT FUNCTIONS OF REPORTING WOULD YOU ELIMINATE AND WHAT WOULD BE THE CONSEQUENCES? SHOULD CONSULAR POSTS BE ABOLISHED OR MAINTAINED IN DIFFERENT FORM? IF YOU HAVE RECENTLY SERVED AT ANOTHER EA POST, DO NOT FEEL OBLIGED TO CONFINE YOUR IDEAS TO PRESENT POST OF ASSIGNMENT.

8. THIS IS AN ACADEMIC EXERCISE FOR THE MOMENT. WE HAVE LIMITED OFFICIAL USE
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NO INTENTION NOW OF IMPLEMENTING YOUR SUGGESTIONS OR EVEN FOR HOLDING THEM AGAINST YOU IN LATER BUDGET EXERCISES. WE WANT YOUR NOTIONS OF THE IDEAL, INHIBITED ONLY BY YOUR JUDGMENT, AS TO HOW THIS COUNTRY SHOULD EQUIP ITSELF IN YOUR POST TO EXECUTE THE POLICY OBJECTIVES DEFINED ELSEWHERE. THIS IS A PILOT PROJECT TO ELICIT IDEAS IN GENERAL, AND IN AS SPECIFIC A FORM AS YOU CARE TO MAKE THEM, AND HOPEFULLY, BY THE END OF THE MONTH.

9. SUGGEST YOU SLUG YOUR REPLY EXDIS "FOR EAGLEBURGER AND HABIB ONLY". KISSINGER

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Message Attributes

Automatic Decaptioning: Z
Capture Date: 26 AUG 1999
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 20 JUN 1975
Decaption Date: 28 MAY 2004
Decaption Note: 25 YEAR REVIEW
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Authority: GolinoFR
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 28 MAY 2004
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1975STATE145950
Document Source: ADS
Document Unique ID: 00
Drafter: M/MO:EDSOHM, DRNORLAND:ES
Enclosure: n/a
Executive Order: N/A
Errors: n/a
Film Number: D750217-0016
From: STATE
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1975/newtext/t197506102/baaaangb.tel
Line Count: 110
Locator: TEXT ON-LINE, TEXT ON MICROFILM
Office: ORIGIN SS
Original Classification: LIMITED OFFICIAL USE
Original Handling Restrictions: ONLY EXDIS
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 3
Previous Channel Indicators:
Previous Classification: LIMITED OFFICIAL USE
Previous Handling Restrictions: ONLY EXDIS
Reference: n/a
Review Action: RELEASED, APPROVED
Review Authority: GolinoFR
Review Comment: n/a
Review Content Flags:
Review Date: 16 SEP 2003
Review Event:
Review Exemptions: n/a
Review History: RELEASED <16 Sep 2003 by MorefiRH>; APPROVED <29 OCT 2003 by GolinoFR>
Review Markings:

Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
06 JUL 2006

Review Media Identifier:
Review Referrals: n/a
Review Release Date: N/A
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
Secure: OPEN
Status: <DBA CORRECTED> wfs 971028
Subject: n/a
TAGS: OGEN
To: ALL EAST ASIAN AND PACIFIC DIPLOMATIC POSTS
Type: TE
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 06 JUL 2006